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**THE INDIVIDUAL AND ORGANIZATIONAL FACTORS ON CAREER
SUCCESS AMONG MILLENNIALS**

By

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ABSTRACT

Career success refers to the positive feeling of individuals toward their career in the face of volatile circumstances. As organization focus to reach high level of Millennial's work efficiency, there is a need to have workforces that possess a high level of career success in order to boost the work efficiency. This study is to assess the level of career success among Millennials by determining the relationship between career success and individual-related factors of self-efficacy, proactive personality, perceived organizational support and organizational-related factor of mentoring among Millennials employees in service utility organization in Alor Setar, Kedah. Data was obtained from 87 questionnaires targeting Millennials from clerical, operational and middle level management in organization. The result analyzed with Statistical Package for the Social Sciences (SPSS) 24.0 indicate a positive and significant correlation between self-efficacy and mentoring with the career success among Millennials and the results showed the self-efficacy have the strongest significant positive relationship with career success. It is noteworthy to mention that proactive personality and perceived organizational support did not indicate significant relationship with career success because of the lack of skill utilization and limited resources to support Millennial's career success in the organization. It is recommended that there is a need to form the synergy among management and Millennials to boost the career success of these employees. This will enable employees to attain the necessary skills and to utilize their skills as well that may support their proactivity. These actions are highly required in today's competitive, so that they can have a smooth career in present and future.

Keywords: career success, self-efficacy, proactive personality, perceived organizational support and mentoring.

ABSTRAK

Kejayaan kerjaya (*career success*) merujuk kepada perasaan positif individu terhadap kerjaya bagi menghadapi keadaan yang tidak menentu. Bagi mencapai kecekapan kerja dalam kalangan Millennial, wujud keperluan untuk memiliki pekerja yang mempunyai tahap kejayaan kerjaya yang tinggi untuk meningkatkan kecekapan tenaga kerja. Kajian ini melihat tahap kejayaan kerjaya dalam kalangan Millennial dengan menentukan hubungan antara faktor berkaitan individu iaitu keyakinan diri, personaliti proaktif, sokongan organisasi dan faktor berkaitan organisasi iaitu *mentoring* dalam kalangan Millennial di organisasi perkhidmatan utiliti di Alor Setar, Kedah. Data diperolehi daripada 87 soal selidik yang diedarkan kepada pekerja Millennial daripada kategori kerani, operasi dan pengurusan pertengahan dalam organisasi. Data dianalisa menggunakan *Statistical Package for the Social Sciences (SPSS) 24.0* menunjukkan hubungan yang positif dan signifikan antara keyakinan diri dan *mentoring* dengan tahap kejayaan kerjaya dalam kalangan Millennial dan keputusan menunjukkan keyakinan diri mempunyai hubungan positif dan paling signifikan. Perlu dinyatakan bahawa faktor personaliti proaktif dan sokongan organisasi tidak menunjukkan hubungan dengan kejayaan kerjaya kerana kekurangan penggunaan kemahiran dan sumber terhad untuk menyokong kejayaan kerjaya Millennial dalam organisasi. Adalah disyorkan agar keperluan untuk membentuk sinergi antara pengurusan dan Millennial dalam usaha meningkatkan kejayaan kerjaya dalam kalangan Millennial. Ini akan membolehkan pekerja untuk mencapai kemahiran yang perlu dan menggunakan kemahiran mereka sebaik mungkin yang akan menyokong tindakan proaktif. Tindakan-tindakan tersebut amat diperlukan untuk menghadapi keadaan persaingan pasaran masa kini agar mereka mempunyai kerjaya yang baik masa kini dan akan datang.

Kata kunci: kejayaan kerja, keyakinan diri, personaliti proaktif, sokongan organisasi, *mentoring*

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ABBREVIATION

DV	Dependent variable
IV	Independent variable
MFQ-9	Mentoring Function Questionnaire-9
OCCSEFF	Occupational Self-Efficacy Scales
OSS-SF	Occupational Self-Efficacy Scale Short Form
POS	Perceived organizational support
PSS	Proactive Personality Scale
Std. Error	Standard Error
Sig.	Significance
SCCT	Social Cognitive Career Theory
SPSS	Statistical Package for the Social Science



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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Growing competitiveness of economic environment determine changes in employees and employer relationship. It effect from the new elements such as downsizing, delayering and outsourcing that require employees to be more prepared and flexible when managing their career (Bamba, 2016). These led to a change of orientation of career as organization have changed their structure and strategies. Besides, employees nowadays no longer expect lifetime employment because the career concepts seen to be more boundaryless and protean (Inkson, Gunz, Ganesh & Roper, 2013), only individual themselves can meaningfully define their career success with references to their value. Thus, new career perspective started to change responsibility of managing career which allow employees to take charge of managing their own career in order for employees to pursue better opportunities of their career.

In conceptualizing career success, Spurk, Abele and Volmer (2014) discuss the meaning and measurement of objective and subjective career success where these approaches are mutually exclusive but complement one another. Thus, regardless of time, the concept of career has evolved, individual are not bounded with organization-defined career. Previously, career success has been conceptualized in objective components. However, the changes in career perspectives have shifted employee's perspective of viewing career success to more subjective components (Shockley, Ureksoy & Rodopman, 2015). In their view, objective components such as pay and

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APPENDICES

APPENDIX A: QUESTIONNAIRE



Dear Sir/Madam/Miss

Thank you for agreeing to participate in this research.

The following survey is conducted for a partial fulfilment for the Master of Human Resource Management at Universiti Utara Malaysia. This research paper is attempts to examine career success among employees.

Should you agree to participate in this study, kindly answer the attach questionnaire and indicate your response for each question on the scale provided. The time taken to complete the questionnaire is approximately 20 minutes. For your information, the response will be treated as confidential and will be used for academic purpose.

Thank you for the assistance given and the time taken to answer the questionnaire.

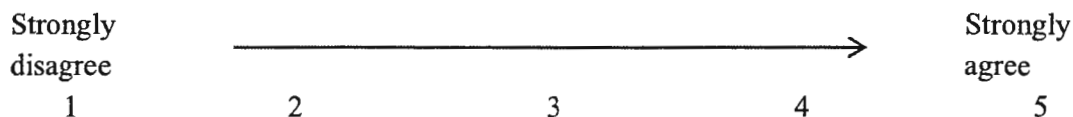
Yours sincerely,

Ezreen Farhanim Binti Zainol (822431)

Master of Human Resource Management

School of Business Management (SBM)

Please CIRCLE your agreement to the statements using the following scale.



SECTION A : Career Success

Listed below are statements about career success. Please indicate the degree of your agreement to the statements by circling the scale provided.

	Strongly disagree	1	2	3	4	5	Strongly agree
1. I am satisfied with the success I have achieved in my career.	1	2	3	4	5		
2. I am satisfied with the progress I have made toward meeting my overall career goals.	1	2	3	4	5		
3. I am satisfied with the progress I have made toward meeting my goals for income.	1	2	3	4	5		
4. I am satisfied with the progress I have made toward meeting my goals for advancement.	1	2	3	4	5		
5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	1	2	3	4	5		

SECTION B : Self-efficacy

Listed below are statements about self-efficacy. Please indicate the degree of your agreement to the statements by circling the scale provided.

	Strongly disagree	1	2	3	4	5	Strongly agree
1. If I am in trouble at work, I can usually think of something to do.	1	2	3	4	5		
2. Thanks to my resourcefulness, I know how to handle unforeseen situation in my job.	1	2	3	4	5		
3. I can remain calm when facing with difficulties in my job because I can rely on my abilities.	1	2	3	4	5		
4. When I am confronted with problem in my job, I can usually find several solutions.	1	2	3	4	5		
5. I meet the goals that I set myself in my job.	1	2	3	4	5		
6. I am prepared to meet most of the demand in my job.	1	2	3	4	5		

SECTION C: Proactive Personality

Listed below are statements about proactive personality. Please indicate the degree of your agreement to the statements by circling the scale provided.

	Strongly disagree	—————→				Strongly agree
1. I am constantly on the lookout for new ways to improve my life.	1	2	3	4	5	
2. Wherever I have been a powerful force for constructive change.	1	2	3	4	5	
3. Nothing is more exciting than seeing my ideas turn into reality.	1	2	3	4	5	
4. No matter what the odds, if I believe in something, I will make it happen.	1	2	3	4	5	
5. I love being a champion for my ideas, even against other's opposition.	1	2	3	4	5	
6. If I see something I don't like, I fix it.	1	2	3	4	5	
7. I excel at identifying opportunities.	1	2	3	4	5	
8. I am always looking for better ways to do things	1	2	3	4	5	
9. If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5	
10. I can spot a good opportunity long before others can	1	2	3	4	5	

SECTION D: Perceived Organizational Support

Listed below are statements about perceived organizational support. Please indicate the degree of your agreement to the statements by circling the scale provided.

	Strongly disagree	—————→				Strongly agree
1. My organization cares about my opinions.	1	2	3	4	5	
2. My organization really cares about my well-being.	1	2	3	4	5	
3. My organization strongly considers my goals and values.	1	2	3	4	5	
4. Help is available from my organization when I have problem.	1	2	3	4	5	
5. My organization would forgive an honest mistake on my part.	1	2	3	4	5	

6. If given the opportunity, my organization would take advantage of me.	1	2	3	4	5
7. My organization shows little concern for me.	1	2	3	4	5
8. My organization is willing to help me if I need a special favor.	1	2	3	4	5

SECTION E: Mentoring

Listed below are statements about mentoring. Please indicate the degree of your agreement to the statements by circling the scale provided.

Strongly disagree \longrightarrow Strongly agree

Career support					
1. My mentor takes a personal interest in my career.	1	2	3	4	5
2. My mentor helps me coordinate professional career.	1	2	3	4	5
3. My mentor has devoted special time and consideration to my career	1	2	3	4	5
Psychosocial support					
4. I share personal problem with my mentor.	1	2	3	4	5
5. I exchange confidences with my mentor.	1	2	3	4	5
6. I consider my mentor to be a friend.	1	2	3	4	5
Role modelling					
7. I try to model my behaviour after my mentor.	1	2	3	4	5
8. I admire my mentor's ability to motivate others.	1	2	3	4	5
9. I respect my mentor's ability to teach others.	1	2	3	4	5

Socio-Demographic Profile

This section contains questions about your socio-demographic profile, please answer **ALL** the questions by indicating (/) your agreement in the box or fill in the blanks.

1. Gender:

☐ Male

☐ Female

2. Age: _____ years

3. Current position: _____

4. Highest academic qualification :

☐ SPM

☐ STPM

☐ Diploma

☐ Bachelor's Degree

☐ Others; Please Indicate: _____

5. Work tenure:

☐ Less than a year

☐ 7-9 years

☐ 1-3 years

☐ 10 years and above

☐ 4-6 years

6. Number of promotion (s):

☐ None

☐ 3-4 times

☐ 1-2 times

☐ More than 4 times

7. Monthly salary:

<input type="checkbox"/>	RM1001-RM1500	<input type="checkbox"/>	RM2501-RM3000
<input type="checkbox"/>	RM1501-RM2000	<input type="checkbox"/>	RM3001-RM3500
<input type="checkbox"/>	RM2001-RM2500	<input type="checkbox"/>	More than RM3500

8. Total working experiences:

<input type="checkbox"/>	Less than one year	<input type="checkbox"/>	5-6 years
<input type="checkbox"/>	1-2 years	<input type="checkbox"/>	7-8 years
<input type="checkbox"/>	3-4 years	<input type="checkbox"/>	More than 8 years

9. How many company have you served before joining this organization?

<input type="checkbox"/>	None	<input type="checkbox"/>	5-6
<input type="checkbox"/>	1-2	<input type="checkbox"/>	7-8
<input type="checkbox"/>	3-4	<input type="checkbox"/>	More than 8



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APPENDIX B: DESCRIPTIVE STATISTIC OF VARIABLES

Descriptive Statistics

	Mean	Std. Deviation	N
Career Success	3.3816	.66935	87
Self-efficacy	3.7567	.50566	87
Proactive personality	3.9241	.49673	87
Perceived organizational support	3.3592	.41581	87
Mentoring	3.3359	.51867	87

APPENDIX C: PEARSON CORRELATION RESULT

Correlations

		csuccess	sefficacy	ppersonality	posupport	mentoring
csuccess	Pearson Correlation	1	.504**	.387**	.420**	.479**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	87	87	87	87	87
sefficacy	Pearson Correlation	.504**	1	.571**	.397**	.435**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	87	87	87	87	87
ppersonality	Pearson Correlation	.387**	.571**	1	.398**	.356**
	Sig. (2-tailed)	.000	.000		.000	.001
	N	87	87	87	87	87
posupport	Pearson Correlation	.420**	.397**	.398**	1	.451**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	87	87	87	87	87
mentoring	Pearson Correlation	.479**	.435**	.356**	.451**	1
	Sig. (2-tailed)	.000	.000	.001	.000	
	N	87	87	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

APPENDIX D: MULTIPLE REGRESSION RESULT

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.394	.591		-.666	.507
sefficacy	.385	.150	.291	2.559	.012
ppersonality	.088	.149	.066	.594	.554
posupport	.262	.167	.163	1.565	.121
mentoring	.331	.135	.256	2.459	.016

a. Dependent Variable: csuccess

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.363	.332	.54703

a. Predictors: (Constant), mentoring, ppersonality, posupport, sefficacy

b. Dependent Variable: csuccess